

*Massachusetts Department
of Mental Retardation*

Annual Report
July 1, 2000 — June 30, 2001

Commonwealth of Massachusetts
Jane Swift, *Governor*

Executive Office of Health and Human Services
Robert P. Gittens, *Secretary*

Department of Mental Retardation
Gerald J. Morrissey, Jr, *Commissioner*

The Department of Mental Retardation is an independent state agency within the Executive Office of Health and Human Services which provides a wide range of services and supports to Massachusetts citizens with mental retardation.

Every day, DMR provides an array of support services to some **30,772** people across the state. Their level of disability may require assistance in job placement, transportation, or residential services, or more intense levels of treatment monitoring and care. DMR provides these services through state-operated programs and by contracting with more than **265** private provider agencies across the state.

DMR strives to provide support services in a safe and healthy environments and promotes the creation of opportunities for people with disabilities to become fully integrated participants in their communities. It promotes individual development, encourages family involvement, and emphasizes consumer and family involvement in the decision making process.

Department of Mental Retardation

Annual Report

July 1, 2000—June 30, 2001

Fiscal year 2001 (FY01) was a year of continued service, innovation, and accomplishment for the Massachusetts Department of Mental Retardation (DMR) and for the thousands of individuals and families the agency supports.

The DMR is a dynamic system of:

- 8,000 dedicated and caring professionals,
- seven developmental centers,
- five regional and 24 area offices,
- 265 provider organizations and their staff,
- advocacy organizations,
- self-advocates,
- families,
- and community activists

This system works in partnership to ensure that more than 30,000 Massachusetts citizens with mental retardation and their families receive supports that truly meet their needs.

The majority of families who have a loved one with a developmental disability need little or no assistance from the state. But for those that do, DMR offers a wide array of services



The Kinney Family of Marion, Kathryn, Craig, and Christine, (front row), and their parents, Sandra and Richard..



Luisa Pires, of Brockton, and her twin daughters, Samara & Tamara, receive Family Support from DMR

that help people with disabilities lead more complete lives. Everyday, DMR in collaboration with provider organizations work to help people with developmental disabilities and their families reach their full potential.

These support services include:

- safe homes to live in;
- rides to work, training programs, or other essential needs;
- assistance in daily living;
- educational opportunities
- help in getting a job or preparing people for work;
- family support or respite services;
- intense levels of treatment, monitoring, or care;
- support in developing social and recreational skills;
- other needs

A Year of Continued Accomplishment

There were many significant accomplishments in FY01 that led to better lives, enhanced supports, and more satisfaction for thousands of individuals with developmental disabilities and their families.

Planning for the Future

In FY01, work continued on a comprehensive Strategic Plan that will position the agency to better manage future challenges over the next three to five years.

This new plan will assist DMR in establishing a framework, setting priorities, making standards and practices more uniform, and enhancing communications between all constituencies.

Over the last year, DMR formed a planning team that established a four-step process, -- strategy formulation, strategy planning, implementation, and evaluation and control. The team gathered data, interviewed all key constituencies, and conducted meetings and discussions to prepare the strategic plan.

Using the findings from these focus groups, the team devised four key strategic objectives:

- Define a systemic plan to serve DMR populations
- Ensure qualified staff and effective organizational structure to implement the strategic plan
- Establish effective health, clinical, and behavioral supports for persons with mental retardation across the DMR system
- Develop an effective quality management system

In late fall, the strategic plan was presented to a number of key stakeholders across Massachusetts, and then to the general public.

The implementation of the strategic plan will be guided by the following principles:

- Fairness and equity
- Standardized and consistent approaches
- Developing an effective organizational structure
- Balancing competing interests
- Addressing legal responsibilities
- Public Stewardship
- Using data to inform decision making
- Supporting those DMR serves best

In March, workgroups were formed and began work on specific objectives. The membership of these workgroups consists of DMR staff, self-advocates, parents, board members, the Governor's Commission on Mental Retardation, and members of provider and advocacy organizations.

Once the Strategic Plan is completely implemented, individuals and families DMR supports will have a clearer understanding of where they stand. They will have more knowledge about support options, and be assured that they are being treated with respect and

fairness.

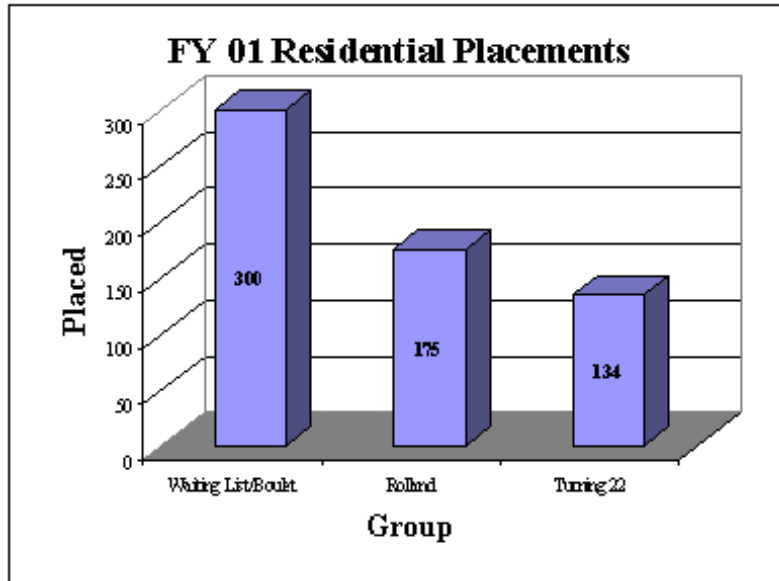
A full copy of the DMR's Strategic Plan is posted on the DMR web site at <http://www.mass.gov/dmr>, or <http://www.dmr.state.ma.us>.

Support from the Swift Administration and the Legislature

Once again, DMR received a very favorable budget through the input and dedication of families, citizen boards, labor unions, providers and advocacy of some \$904 million. This budget included increased funding to provide community-based supports to persons with mental retarda-



Deidre Broglin works as an attendant at Fitcorp, in the financial district in Boston.



such as respite care, transportation services, and recreational activities to assist these individuals while the new residential placement are brought online.

In FY01, DMR kept pace with the stipulations of this plan for individuals who were on the Waiting List:

- 300 individuals received residential supports
- 476 individuals were offered day supports
- Interim Services were planned for families on the residential waiting list enabling families to continue to support their adult children at home as residential supports develop.

tion residing in nursing facilities, Turning 22 funds that provide some level of support to all individuals who graduated in FY01, as well as salary increases for direct care staff in provider organizations.

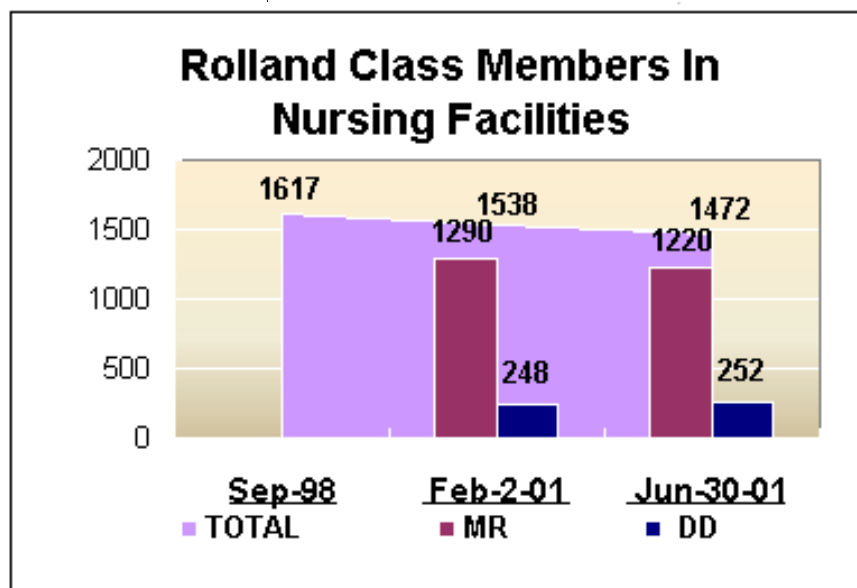
Progress Continues on Plan to Eliminate the Waiting List

In December, the Commonwealth unveiled the details of a five-year plan to eliminate the wait list for services to individuals with mental retardation throughout the state. The \$114 million plan provides 2,225 individuals with mental retardation with residential placements and introduces many new support services.

In addition to serving 300 individuals this year with existing resources, the plan calls for \$85 million in new funding to provide a residential placement to individuals with mental retardation on the Waiting List. Under the terms outlined in the plan, the state will create between 375 and 400 residential placements per year over the next five years.

The plan also guarantees additional support services

For the third consecutive year, DMR continued to close the front door to the Waiting List through a fully funded "Turning 22" program. More than 450 individuals eligible for DMR services who graduated out of the education system this year and turned 22 years of age received some combination of day, family support and/or transportation. In addition, those members of the graduating class determined most in need of continued residential services were able to receive them.



Care For Disabled Living in Nursing Facilities

Similarly, DMR kept pace with the provisions of the settlement of the *Rolland et al., v Cellucci et al.* The agreement provides a comprehensive plan to provide community-based care to hundreds of mentally retarded and developmentally disabled persons currently receiving state services and residing in nursing facilities.

In accordance with the Agreement, DMR accomplished the following:

- 175 individuals who were living in nursing facilities moved to community residential placements.
- Specialized Services were arranged for over 900 individuals who live in nursing facilities such that on going habilitation was being provided to address their needs.

The goal of the initiative is to move hundreds of individuals with mental retardation and developmental disabilities out of nursing facilities over the next seven years and into the community -- providing opportunities to interact with family and friends, and better access to work and community supports.

More than 1,000 nursing facility residents are getting new supports and services through this initiative. Two years ago, none of these supports were in place. Once again it was the diligent teamwork of DMR area and regional staff along with the responsiveness of UMass Medical, and the provider community that contributed to the

success of these initiatives.

Workforce Support & Development

DMR recognizes that its success at providing quality services to the people it supports is contingent upon having a caring, talented, motivated and diverse workforce. DMR is committed to ensuring that the quality of its workers, their knowledge and skills, as well as their work environment continues to improve and evolve.

In FY01, DMR continued and launched several initiatives designed to ensure quality workforce development.

- Last year, the DMR established a partnership with the Massachusetts Executive Office of Community Colleges to create a "Direct Support Certification Program" that documents that graduates have achieved a basic level of competencies and skill. The Certification will be based on National Skill Standards and DMR mandatory trainings.
- 63 students graduated from these Community Colleges programs this year. DMR continues to work with providers and the UMass College system to seek out more opportunities for collaborative educational opportunities.

Distribution of Resources FY2001 Budget

**Total DMR
Budget \$904M**

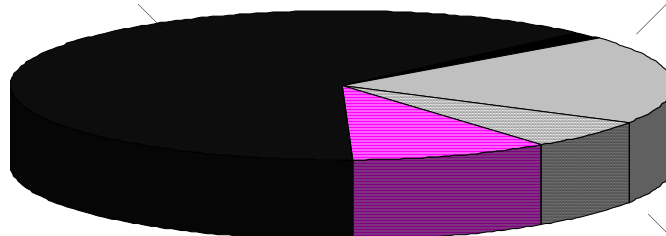
**Purchase of Services
64.4%**

**Central Administration
2.2%**

**State Operated
— ICF/MR
17.6%**

**State Operated
Community
10.6%**

**Regional Area
Support Services
5.2%**



- FY01 saw the third graduating class of a program run in partnership with the Office of Human Resource Development and Employee Relations and AFSCME Council 93 that trains employees to become Licensed Practical Nurses.

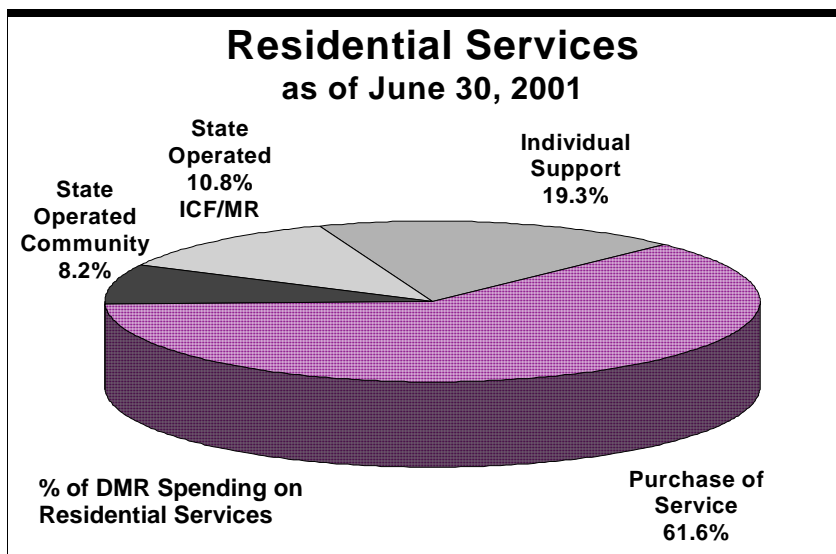
- Sixteen students graduated from DMR's Leadership Development Institute (LDI), a program that provides leadership and educational opportunities to people who are committed to making long-term impact on the lives of people with disabilities.

- DMR initiated a Service Coordinator Institute (SCI), a program that offers five days of orientation training for 36 new Service Coordinators.

- Direct Care Conferences where front line staff had the opportunity hear national leaders, attend workshops, learn new ideas, and share strategies with colleagues were held in the Western and Southeast Regions.

Other regions held numerous trainings throughout the year for direct support staff.

- The Northeast Region graduated its first class from a new English Works! program to fill vacancies in state and provider positions.
- Fifteen individuals graduated from an eight-week training program in the Metro Region that teaches the foundation of direct support work.
- A joint DMR/Provider marketing campaign to attract direct care staff, "Some People Are Lucky Enough to Love their Work," that began in the Metro Region was expanded to three other regions. The program has had great success recruiting hundreds of staff through ads, and other promotional strategies.



Promoting Diversity

DMR continued its efforts to promote and bring more cultural diversity to the Department. In addition to the recruitment initiatives mentioned above, numerous steps were taken to reach out to multicultural communities.

Some of the most prominent were:

- Through a successful recruitment campaign by the end of FY01, the number of minority managers in the agency had increased to 11 per cent of all DMR Managers.
- DMR has shown steady improvement in the purchase of goods and services from Minority & Women Business Enterprises (M/WBE's). The Department purchased some \$49.5 million of services with M/WBE's last year.
- The Urban Youth Collaborative Program entered its 10th year of success. Operating in 11 cities, this program places inner city youth in human service jobs providing support to people with developmental disabilities. UYCP has placed more than 1,000 students in summer jobs since it began in 1992 with programs that run in ten cities across the state. Over the last decade, a significant number of these students have gone on to full-time human service careers.
- DMR successfully completed a Robert Wood Johnson Self-Determination grant. The grant



Michael Blanchette, a High Tech Assembler, enjoys his job at Tech Ceram, a firm in Amesbury.

provided the opportunity for DMR to test and demonstrate the idea of giving extensive planning, budgeting and purchasing control of supports to individuals and their families in the Metro Region.

- In April, Project Roots Third Cultural Exchange Conference: "Many Voices: One Message" was held in Springfield. Nearly 500 people from ethnically and culturally diverse backgrounds attended the session from all over the state.
- A number of DMR Regional and Area Offices held diversity conferences. Also each region formed a Diversity Committee.
- In the Metro Region, there was increased involvement of the Community Governing Board in local community and employment development for members turning 22. Currently two of the six Boards [the Haitian and the Latino Boards] support over 40 young adults through

community networking, adult education, English as a Second language, Skill Development Training, and Job Development. This Region also sponsored a school to work initiative.

Administration

There were several key appointments to DMR staff this year.

- Mark Fridovich, Ph.D. Deputy Commissioner
- Marianne Meacham, General Counsel
- Margaret Chow-Menzer, Assistant Commissioner for Systems Integration Management.

In an effort to develop a more sophisticated approach to keep pace with the information needs of the 21st Century, DMR along with the

Division of Medical Assistance (DMA) began a comprehensive process of planning and designing a management information system that will systematize DMR information on its services and the people it supports. The new system will be designed to meet the information needs of DMR, DMA, and other state and federal agencies. It will also allow provider agencies, families, and the people DMR supports greater access to the significant amount of public information DMR maintains.

Massachusetts is one of 17 states participating in the Core Indicators Project that was launched last year by the National Association of State Directors of Developmental Disabilities Services (NASDDDS). The project will enable agencies to track system performance and outcomes on a year-to-year basis. For more information, please visit the NASDDDS web site at: <http://www.nasddds.org>.

Massachusetts maintained a consistently high level of care in the community residences and programs

DMR Senior Staff

Gerald J. Morrissey Jr.,
Commissioner

Mark Fridovich, Ph.D
Deputy Commissioner

Margaret Chow-Menzer
Assistant Commissioner
Systems Integration Management

Janet George, Ed.D.
Assistant Commissioner
Policy, Planning, and Children's Services

Roger Tremblay
Acting Assistant Commissioner
Management & Finance

Marianne Meacham
General Counsel

Gail Grossman
Assistant Commissioner
Quality Management

Larry Tummino
Assistant Commissioner
Field Operations

Regional Directors

Teresa O'Hare
Western Region

Diane Enochs
Central Region

Amanda Chalmers
Northeast Region

Richard O'Meara
Southeast Region

Gail Gillespie
Metro Region

that the Commonwealth operates in partnership with provider agencies. In March, the Federal Inspector General's Office inspected several community residential programs across the state to determine if they met the standards of the Home and Community based waiver programs. This office determined that waiver homes in Massachusetts were meeting State standards.

Similarly, all of the Developmental Centers maintained the highest rating in meeting all applicable standards for facilities.



Bob Lobel, (l.), WBZ-TV, Allen Crocker, M.D., Florence Finkel. 2001 Dybwad Award Winner,

Conferences and Events

There were a number of recognition ceremonies and conferences held throughout the year.

In October, 21 individuals and businesses were honored at an Employer Recognition Award Ceremony at the State Archives Building. More than 100 people attended the event that was co-sponsored by DMR and the Massachusetts Developmental Disabilities Council. The awards honored businesses from all over the state who took the lead in hiring people with developmental disabilities. Among those honored were seven self-advocates who were highlighted in a new employment book that DMR published this year that stressed the value of hiring people with disabilities.

On March 30, 300 guests attended the Sixth Recognition Day ceremony, "In Partnership with Commu-

nities," in the Great Hall of the State House. Bob Lobel, Sports Director for WBZ-TV, served as the master of ceremonies that honored 15 individuals and groups for their progress and accomplishments.

Commissioner Gerry Morrissey presented the Gunnar Dybwad Leadership Award, to long-time advocate Florence Finkel. Gunnar Dybwad worked on behalf of people with mental retardation and their families for more than 65 years. Mrs. Finkel was honored for her life of advocacy that spans 45 years both in the community and in facilities. She was a driving force behind the formation and development of parent advocacy in this state.

As in previous years, the State House ceremony was the culmination of a series of events in the MR community held in March to commemorate Mental

DMR Statewide Advisory Council

Rita Fallon
Chairperson, Georgetown

Richard Krant
Vice Chairperson, Norwood

Polly Litchfield
Secretary, Duxbury

Almanda Alexander
Springfield

Gustav Christensen
Lexington

Robert W. P. Cutler
Arlington

Wanda Grant-Knight, Ph.D
Boston

Daniel Shannon
Plympton

Gary N. Siperstein, Ph.D.
Marblehead

Ralph Edwards
Director, Office of Citizen Leadership

Retardation/Developmental Disabilities month. Regional, facility, and area offices working in concert with families and boards hosted a series of local events to honor the accomplishments of people with developmental disabilities.

In May, more than 125 board members attended the Citizen Advisory Board (CAB) Annual Meeting in Shrewsbury. The meeting focused on a discussion of the Strategic Management Plan, a presentation of CAB "Creative Solutions," and the swearing in of new members. The newly elected Chair of the Statewide Advisory Council (SAC), Rita Fallon, began the morning with an acknowledgement of the contributions and partnership of advisory board members and DMR staff.

In June, more than 1,100 people attended the 17th Annual DMR Human Rights Conference in Sturbridge. The theme for the two-day conference was "Safeguarding the Right to Quality Supports."

Raymond J. Gagne received The Donald E. Leal Memorial Award For Excellence in Human Rights Advocacy, and Heather Holston, Dennis Griffin, and Mary Lou Maloney received Human Rights Awards.

As with previous human rights conferences the audience had an impressive number of self-advocates,

DMR and provider staff, family members, board members and other interested parties throughout the two-day conference.

Investigations Strengthened

The DMR Investigations Unit continued to make progress in protecting the safety and rights of people with developmental disabilities. Through enhanced cooperative efforts between DMR, the Disabled Persons Protection Commission (DPPC), and law enforcement, more than 150 cases were referred to law enforcement for investigation with a significant number resulting in criminal charges.



Janet Progrer works as a customer greeter and assistant in her job at Victory Supermarkets in Gardner

This year, DMR added a new component to the DMR investigative process; Complaint Resolution Teams (CRT). The purpose of these teams is to develop action plans to respond to complaints of allegations of abuse or mistreatment of persons with mental retardation.

DMR receives complaints regarding allegations of abuse or mistreatment of persons with mental retardation primarily through the Disabled Persons Protection Commission (DPPC). Based on the findings of these reports, the CRT's determine what actions need to be taken to ensure that there is no reoccurrence.

DMR Human Rights Advisory Council

Pat Freedman
Boston, Chairperson

Bernadette Gomes
Vice Chairperson, Taunton

Carol Tubman
Braintree, Secretary

Suzanne Choumitsky
Boston

Laurie Dupuis
Springfield

Rita Fallon
Georgetown

Janice Feldman
Worcester

Florence Finkel
Sharon, Emeritus

Charles Hamad
Belmont

Joana Johnson-Smith
Dorchester

John Julian
Winthrop

Richard Santucci
Lynn

Tom Anzer
Director for Human Rights

Each Area Office and Facility has a core group consisting of the Area or Facility Director, the CRT Coordinator, and a citizen volunteer. This volunteer is a key component to the CRT system, adding a perspective that is external to DMR. Other staff specialists can be brought in as needed.

DMR Investigations also played a major role in a \$50,000 grant from the Edward Byrne Memorial State and Local Law Enforcement Assistance Program. This multi-agency project seeks to improve the ability of the criminal justice systems to respond to criminal offenses against persons with disabilities.

Governor's Commission on Mental Retardation

In May, Gov. Jane Swift announced the appointment of James T. Brett as the Chairman of the Governor's Commission on Mental Retardation.

Brett serves as the president and CEO of the New England Council. Prior to joining the council, Brett served for more than 15 years as a member of the Massachusetts House of Representatives, where he was widely recognized as a strong advocate for people with disabilities.

DMR at a Glance *As of June 30, 2001*

Total Budget for Department	\$904M
Number of employees (FTE's)	7,434
Number of people served	30,772
Number of people living in community residential programs	8,244
Number of people living in developmental centers	1,236
Number of people in supported employment programs	5,400
Number of families receiving family support	20,072
Number of providers contracting with DMR	265

The 13-member Governor's Commission on Mental Retardation is charged with examining the quality and effectiveness of programs that serve persons with mental retardation in the Commonwealth.

Governor's Commission on Mental Retardation

James T. Brett
Boston, Chairperson

Allen Crocker, MD
Boston

Florence Finkel
Sharon

Alfred Gray, Esq.
Boston

Cynthia Greene
Roxbury

Dafna Krouk-Gordon
Dedham

William McIlvane
Waltham

Mary McTernan, PhD
Lynnfield

John Nadworny, CFP
Melrose

Robert Reidel
Easthampton

Ruth Shir
Waban

Gary Siperstein, PhD
Marblehead

Richard Vincent
Falmouth

Barbara Mazzella
Administrator

Commonwealth of Massachusetts Performance Recognition Program

Each year, the Commonwealth of Massachusetts recognizes state employees who have provided exemplary and outstanding service to the Commonwealth over the last year.

This year, DMR staff who were honored are:

2001 Manuel Carballo Governor's Award for Excellence in Public Service

Elizabeth Noonan, Ed.D., Community Systems Director, Western Region

Performance Recognition Award Recipients

Central Office

Jackie Berman, Assistant General Counsel

Erika Manuel, EDP Systems Analyst III, Management Information Systems

Western Region

Cynthia Kelly, LPN I

Carmen Exposito-Sikland, Personnel Officer I, Office of Training and Development

Central Region

Henry Mitchell, Vocational Rehabilitation Counselor

Wayne Patria, MRW I, Templeton Developmental Center

Heidi Jeldres, QMRP I, Ann Mugford, QMRP I, Templeton Developmental Center

Northeast Region

William Kelley, Director of the Assistive Technology Center

Kowith Kret, Service Coordinator Lowell Area Office

Kathleen Stone, MRW I, Danvers

Southeast Region

Rev. George Bolton, Wrentham Developmental Center

George Farias, MRWI, Southeast Residential Services – Whitman

Roger Monty, Area Office Director, Taunton/Attleboro,

Metro Region

Cherie Knudson, Community Systems Director

Sandra Mulcahy, Director of Transportation

Staff of Joyce Hays Way

How to Contact the Department of Mental Retardation

500 Harrison Avenue, Boston, MA 02118

Tel. (617) 727-5608 or visit our website at: www.dmr.state.ma.us

West Regional Office

1380 Main Street
Springfield, MA 01103
(413) 731-7742

Franklin/Hampshire

One Roundhouse Plaza
Northampton, MA 01060
(413) 586-4948

Berkshire

333 East Street
Pittsfield, MA 01201
(413) 447-7381

Holyoke/Chicopee

88 Front Street
Holyoke, MA 01040
(413) 535-1022

Springfield

436 Dwight Street
Springfield, MA 01103
(413) 784-1339

Westfield

125 N. Elm Street
Westfield, MA 01085
(413) 562-1599

Central Regional Office

Glavin Regional Center
214 Lake Street
Shrewsbury, MA 01545
(508) 845-9111

North Central

285 Central Street
Leominster, MA 01453
(508) 792-7490

South Valley*

309 Main Street
Southbridge, MA 01550
(508) 792-7756

South Valley - Milford

Westview Mall
194 West Street, #9
Milford, MA 01757
(508) 792-7749

Worcester

40 Southbridge St.
Worcester, MA 01608
(508) 792-7545

Northeast Regional Office

Hogan Regional Center
Hathorne, MA 01937
(978) 774-5000

Lowell

325 Chelmsford Street
Lowell, MA 01851
(978) 970-0223

Merrimack

200 Main Street
Haverhill, MA 01830
(978) 521-9432

Metro North

27 Water Street
Wakefield, MA 01880
(781) 246-5745

North Shore

100 Cummings Center
Suite 150B
Beverly, MA 01915
(978) 927-2727

Southeast Regional Office

68 North Main Street
Carver, MA 02330
(508) 866-5000

Taunton/Attleboro

21 Spring Street
Taunton, MA 02780
(508) 824-0614

Brockton

500 Belmont Street
Brockton, MA 02401
(508) 427-5731

New Bedford

908 Purchase St.
New Bedford, MA 02740
(508) 992-1848

Fall River

305 Pleasant Street
Fall River, MA 02720
(508) 730-1209

Cape Cod/Islands

270 Communication Way
Hyannis, MA 02601
(508) 771-2595

Plymouth

68 North Main Street
Carver, MA 02330
(508) 866-3689

Metro Regional Office

Fernald Developmental
Center
200 Trapelo Road
Waltham, MA 02452
(781) 894-3600, ext. 501

Central Middlesex

20 Academy Street
Arlington, MA 02174
(781) 646-5500

Charles River West

255 Elm Street
Somerville, MA 02144
(617) 623-5950

Greater Boston

65 Sprague Street
Hyde Park, MA 02136
(617) 624-0430

Middlesex/West

46 Park Street
Framingham, MA 01702
(508) 879-1111

Newton/South Norfolk

125 West Street
Walpole, MA 02081
(508) 668-3679

South Coastal

1221 Main Street
So. Weymouth, MA 02190 * satellite office
(781) 337-2165

Facilities

Walter E. Fernald Developmental Center

Waltham, MA
(781) 894-3600

Irving A Glavin Regional Center

Shrewsbury, MA
(508) 845-9111

Hogan Regional Center

Hathorne, MA
(978) 774-5000

Monson Developmental Center

Monson, MA
(413) 283-3411

Templeton Developmental Center

Baldwinville, MA
(508) 792-7235

Wrentham Developmental Center

Wrentham, MA
(508) 384-3114

2001 DMR Annual Report

Gerald Ryan
Editor

Paul Procaccini
Design and Layout

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Paul Procaccini, Karen Ryan,
Jim Gambaro, Gerry Ryan

Mission Statement

The Department of Mental Retardation is dedicated to creating, in partnership with others, innovative and genuine opportunities for individuals with mental retardation to participate fully and meaningfully in, and contribute to, their communities as valued members.

Guiding Principles

- Respect the dignity of each individual through vigorous promotion of the human and civil rights which, in part, strives to keep people free from abuse or neglect;
- Promote the capacity of people with mental retardation to exercise choice and to make meaningful decisions in their lives;
- Empower individuals and their families to speak out for themselves and others, initiate ideas, have choices and make decisions about supports, consistent with available resources;
- Enhance public awareness of the valuable roles persons with mental retardation assume in society through promotion of physical and social integration;
- Recognize that realizing one's potential takes courage, skills, and supports;
- Support the dignity of achievement that results from risk-taking and making informed choices, while recognizing that the Department's role in supporting consumers to minimize risk to themselves and ensuring that their choices do not infringe upon the rights of others;
- Recognize that services providing meaningful benefits to individuals require a commitment to ongoing monitoring and evolutionary change;
- Provide access to services through a single, local, and familiar setting;
- Assure that ethnic and cultural diversity of each individual and staff are valued and respected in the design and delivery of services;
- Ensure that services and resources are flexible, cost effective, allocated according to standards of fairness and equity, and provided in the least intrusive manner possible;
- Operate according to sound fiscal and management practices which lead to the responsible use of public funds;
- Operate with an appreciation for the responsibilities that come with public service.



Commonwealth of Massachusetts
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www.mass.gov/dmr, www.dmr.state.ma.us,
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